



5th BCT (AETF) 1ST AD

Leader's Book



IRON SOLDIERS



Table of Contents

Page #	Description
1.	Creed of the Non Commissioned Officer
2.	Army Values
3.	Code of Conduct
4.	Warrior Ethos
5.	Army Song
6.	Iron Soldier March
7.	Chain of Command
8.	NCO Support Channel
9.	Privacy Statement
10.	Warrior Task's
21.	Warrior Task Evaluation Sheets
22.	Accountability Sheet
23.	Alert Roster
24.	Personal Data Sheet
25.	Counseling Data
26.	Rating Scheme
27.	APFT Data
28.	Profiles-1 Copy per Soldier
29.	Promotion Data
30.	Standards for Promotion
31.	Mission Statement
32.	BDE METL
33.	UNIT METL
34.	8 Step Training Plan
35.	Monthly Training Calendar
36.	NBC Training Tracker
37.	CTT Training Tracker
38.	MAL
39.	Equipment Density List
40.	Weapons Training Data (Personal)
41.	Weapons Training Data (Crew)
42.	Driver's License Data
43.	Troop Leading Procedures
45.	The Five Paragraph Operations Order
47.	Risk Assessment Matrix



Creed of the Non Commissioned Officer

No one is more professional than I. I am a Noncommissioned Officer, a leader of soldiers. As a Noncommissioned Officer, I realize that I am a member of a time-honored corps, which is known as "The Backbone of the Army".

I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service, and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind-accomplishment of my mission and the welfare of my soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All soldiers are entitled to outstanding leadership; I will provide that leadership. I know my soldiers and I will always place their needs above my own. I will communicate consistently with my soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my soldiers. I will be loyal to those with whom I serve, seniors, peers, and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my morale courage. I will not forget, nor will I allow my comrades to forget that we are professionals. Noncommissioned Officers, leader!



Army Values

LDRSHIP

L- LOYALTY: *BEAR TRUE FAITH AND ALLEGIANCE TO THE U.S. CONSTITUTION, THE ARMY, YOUR UNIT, AND OTHER SOLDIERS.*

D- DUTY: *FULFILL YOUR OBLIGATIONS.*

R- RESPECT: *TREAT PEOPLE AS THEY SHOULD BE TREATED.*

S- SELFLESS-SERVICE: *PUT THE WELFARE OF THE NATION, THE ARMY AND YOUR SUBORDINATES BEFORE YOUR OWN.*

H- HONOR: *LIVE UP TO ALL THE ARMY VALUES.*

I- INTEGRITY: *DO WHAT'S RIGHT, LEGALLY AND MORALLY.*

P- PERSONAL COURAGE: *FACE FEAR, DANGER, OR ADVERSITY (PHYSICAL AND MORAL).*



Code of Conduct

I

I am an American, fighting in the forces which guard my country and our way of life. I am prepared to give my life in their defense.

II

I will never surrender of my own free will. If in command, I will never surrender the members of my command while they still have the means to resist.

III

If I am captured, I will continue to resist by all means available. I will make every effort to escape and aid others to escape. I will accept neither parole nor special favors from the enemy.

IV

If I become a prisoner of war, I will keep faith with my fellow prisoners. I will give no information or take part in any action which might be harmful to my comrades. If I am senior, I will take command. If not, I will obey the lawful orders of those appointed over me and will back them up in every way.

V

When questioned, should I become a prisoner of war, I am required to give name, rank, service number and date of birth. I will evade answering further questions to the utmost of my ability. I will make no oral or written statements disloyal to my country and its allies or harmful to their cause.

VI

3

I will never forget that I am an American, fighting for



Warrior Ethos

I am an American Soldier.

I am a Warrior and a member of a team. I serve the people of the United States and live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills. I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.

I am a guardian of freedom and the American way of life.

I am an American Soldier.



The Army Song

**First to Fight for the Right,
And to Build the Nation's Might,
And the Army goes Rolling Along,
Proud of all we have done,
Fighting 'till the Battle's Won,
And the Army goes Rolling Along.**

Then it's HI! HI! HEY!

The Army's on its way.

Count off the Cadence Loud and Strong!

For Where'er we Go,

**You will Always know that
The Army goes Rolling Along.**



Iron Soldier March

**Iron Soldiers, Old Ironsides, Ready First
1st Armored Division, Honor and Pride
Guarding Freedom, We're Proud to be
America's Tank Force, Steel Victory
With That Iron Patch, Worn on My Sleeve
I Follow Those Who, Fought for Liberty
Always Ready, For Peace we Strive
Iron Soldiers
Old Ironsides
Ready First**



Chain of Command

Commander in Chief: _____

Secretary of Defense: _____

Chairman of the Joint Chiefs of Staff: _____

Secretary of the Army : _____

Army Chief of Staff: _____

1st Armored Division Commander: _____

1st Armored Brigade Commander: _____

BN Commander: _____

CO Commander: _____

Platoon Leader: _____



NCO Support Channel

Sergeant Major of the Army:_____

**1st Armored Division Sergeant
Major:**_____

1st Brigade Sergeant Major:_____

Battalion Sergeant Major:_____

Company 1SG:_____



The personnel listed below authorize _____, to maintain their SSN and personnel information in their Leader's Book with the understanding that this information will not be disclosed except in the line of their official duties.

Name	SSN	Signature	Date



Warrior Tasks & Battle Drills

Soldier's Name



“SHOOT”	Date	Date	Date	Date	Date	Date
Qualify with assigned weapon						
Correct malfunction with assigned weapon						
Engage targets with weapon using a night vision sight						
Engage Targets With a M240B MG						
Prepare a Range Card for a Machine Gun						
Maintain an M240B Machine Gun						
Load and Unload M240B Machine Gun						
Engage Targets with an M240 B Machine Gun						
Correct malfunctions of a M240B MG						
Engage targets with a M249 MG						
Load and Unload an M249 Machine Gun						
Correct Malfunctions of a M249 MG						
Engage Targets using an Aiming Light (AN/PEQ-2A, AN/PAQ-4)						



Warrior Tasks & Battle Drills

Soldier's Name



“SHOOT”

Date Date Date Date Date Date

Engage Targets With M2 Cal .50 MG

Maintain a Caliber .50 M2 Machine Gun

Load a Caliber .50 M2 Machine Gun

Unload a Caliber .50 M2 Machine Gun

Engage Targets with a Caliber .50 M2 Machine Gun

Correct Malfunctions of a M2 .50 MG

Engage Targets With MK-19 40mm Grenade MG

Maintain a MK19 Machine Gun

Engage Targets with a MK19 Machine Gun

Load and Unload a MK19 Machine Gun

Perform a Function Check on a MK19 Machine Gun

Correct malfunctions of a MK-19 40,, 11



Warrior Tasks & Battle Drills

Soldier's Name




“SHOOT”	Date	Date	Date	Date	Date	Date
Employ Mines and Hand Grenades						
Perform Safety Checks on Hand Grenades						
Employ Hand Grenades						
Employ an M18A1						
“COMMUNICATE”						
Perform Voice Communications SITREP/ SPOTREP						
Report Intelligence Information						
Perform Voice Communications						
Communicate Via A Tactical Telephone						
Communicate Via a Tactical Radio in a Secure Net						
Perform Voice Communications (MEDEVAC)						
Request Medical Evacuation						
Submit an NBC 1 Report						



Soldier's Name



<h1>Warrior Tasks & Battle Drills</h1> 	Soldier's Name					
	Date	Date	Date	Date	Date	Date
Report Nuclear, Biological and Chemical Information Using an NBC4 Report						
Report Casualties						
Use Visual Signaling Techniques						
“Urban Operations”						
Perform Movement Techniques During an Urban Operation (REF: MTP 7-8 CH 6, FM 3-06.11)						
Engage Targets During an Urban Operation (REF: MTP 7-8 CH 6, FM 3- 06.11)						
Enter a Building During an Urban Operation (REF: MTP 7-8 BD # 6, FM 3-06.11)						
13						



Warrior Tasks & Battle Drills

Soldier's Name



“MOVE”	Dat e	Dat e	Dat e	Dat e	Dat e
Navigate from one point to another (Dismounted)					
Navigate from one Point on the Ground to Another Point while Dismounted					
Navigate from one Point on the Ground to Another Point while Mounted					
Select a Movement Route Using a Map					
Determine the Grid Coordinates of a Point on a Military Map					
Orient a Map to the Ground by Map-Terrain Association					
Move over, through, or around obstacles (Except minefields)					



Warrior Tasks & Battle Drills Soldier's Name



“FIGHT”	Dat e	Dat e	Dat e	Dat e	Dat e	Dat e
Move Under Direct Fire						
Move Under Direct Fire						
Conduct Combat Operations According to Law of War						
Move As a Member of a Team						
Control Movement of a Fire Team						
Conduct The Maneuver of a Squad						
Conduct Movement Techniques by a Platoon						



Warrior Tasks & Battle Drills

Soldier's Name



“FIGHT”

**Dat
e**

**Dat
e**

**Dat
e**

**Dat
e**

**Dat
e**

**Dat
e**

React to indirect fire (dismounted & mounted)

React to direct fire (dismounted & mounted)

React to unexploded ordnance hazard

React to Man-to-Man Contact (Combatives)

React to Chemical or Biological Attack/Hazard

Decontaminate yourself and individual equipment using chemical decontaminating kit

Maintain Equipment

Supervise PMCS



Warrior Tasks & Battle Drills

Soldier's Name



“FIGHT”

**Dat
e**

**Dat
e**

**Dat
e**

**Dat
e**

**Dat
e**

**Dat
e**

Evaluate a Casualty

Perform First Aid for an Open Wound

Perform First Aid for an Open Abdominal Wound

Perform First Aid for an Open Chest Wound

Perform First Aid for an Open Head Wound

Perform First Aid for Bleeding of an Extremity

Perform tactical combat casualty care

Select Temporary Fighting Position

Construct Individual Fighting Position



Warrior Tasks & Battle Drills

Soldier's Name



“FIGHT”

Dat
e

Dat
e

Dat
e

Dat
e

Dat
e

Dat
e

Improvised explosive device (IED)
detect & defeat

Escalation of force

Personal recovery

Every Soldier as a sensor

Perform field sanitation & preventive
medicine field craft

“Battle Drills”

React to contact (visual, IED, direct
fire [includes RGP])

React to indirect fire

React to chemical attack

Break contact(Ref: FM 7-8 Battle Drill #
3 / Ref: Convoy Leader Training Handbook -
BD # 6, 7)



Warrior Task Evaluation Sheet

HANDS-ONEVALUATION <small>For use of this form, see AR 350-57; the proponent agency is ODCSOPS</small>		DATE	
TASK TITLE		TASK NUMBER	
ITEM a	PERFORMANCE STEP TITLE b	SCORE (Check One)	
		PASS c	FAIL d
		<input type="checkbox"/> P	<input type="checkbox"/> F
		<input type="checkbox"/> P	<input type="checkbox"/> F
		<input type="checkbox"/> P	<input type="checkbox"/> F
		<input type="checkbox"/> P	<input type="checkbox"/> F
		<input type="checkbox"/> P	<input type="checkbox"/> F
		<input type="checkbox"/> P	<input type="checkbox"/> F
		<input type="checkbox"/> P	<input type="checkbox"/> F
		<input type="checkbox"/> P	<input type="checkbox"/> F
		<input type="checkbox"/> P	<input type="checkbox"/> F
		<input type="checkbox"/> P	<input type="checkbox"/> F
		<input type="checkbox"/> P	<input type="checkbox"/> F
		<input type="checkbox"/> P	<input type="checkbox"/> F
		<input type="checkbox"/> P	<input type="checkbox"/> F
		<input type="checkbox"/> P	<input type="checkbox"/> F
		<input type="checkbox"/> P	<input type="checkbox"/> F
EVALUATOR'S NAME		UNIT	
SOLDIER'S NAME		STATUS <input type="checkbox"/> GO <input type="checkbox"/> NOGO	



SOLDIER ACCOUNTABILITY SHEET

Date: _____

Authorized:

Off: _____ NCO: _____ ENL: _____ Total: _____

Assigned

Off: _____ NCO: _____ ENL: _____ Total: _____

Present for duty:

Off: _____ NCO: _____ ENL: _____ Total: _____

Absent from Duty

Off: _____ NCO: _____ ENL: _____ Total: _____

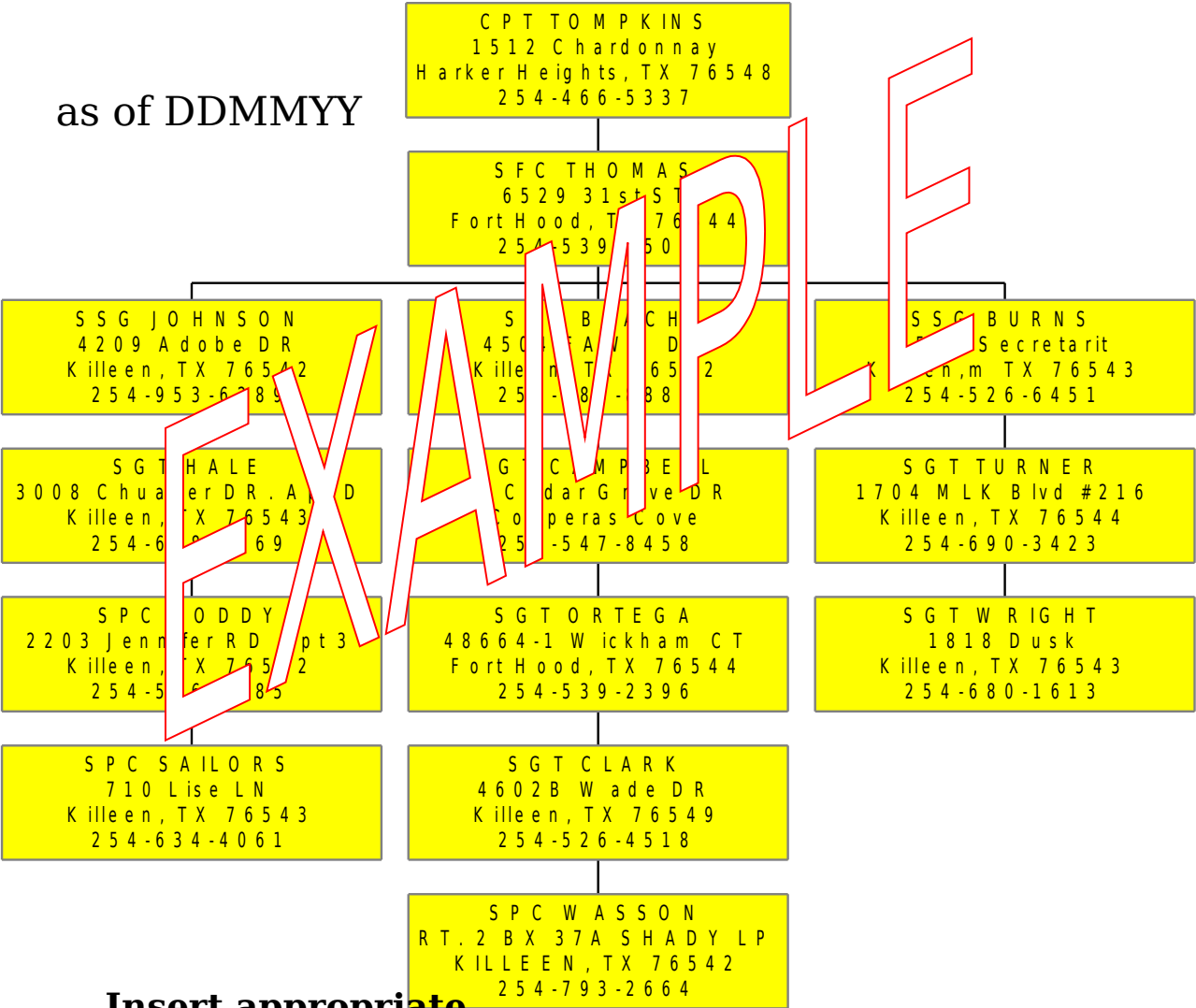
ONDUTY:
INPROCESSING:
TDY:
HOSPITAL:
REAR D:

APPT:
OUTPROCESSING:
LEAVE:
CONV LEAVE:
AWOL



Alert Roster

as of DDMMYY



Insert appropriate
Alert roster



Personal Data Sheet

FULL NAME: _____, AKO ADDRESS: _____
LAST FIRST MIDDLE INITIAL

SSN: _____ RANK: _____ DOR: _____ ETS: _____ DEROS: _____

BASD: _____ DOB: _____ HEIGHT: _____ WEIGHT: _____
BLOOD TYPE: _____

GT SCORE: _____ PMOS: _____ SMOS: _____ THUR DATE LAST NCOER/OER: _____

MILITARY SCHOOLS: _____

AWARDS: _____

CIV. EDUCATION LEVEL: HSG: _____ GED: _____ SOME COLLEGE: _____ AA/AS DEG: _____ BA/BS DEG: _____

LOCAL ADDRESS: _____
(STREET/BARRACKS & ROOM NUMBER) (CITY, STATE/ZIP)

HOME PHONE: _____ CELL PHONE: _____

HOR: _____
(STREET, ROAD, ECT/P.O. BOXES ARE CONSIDERED INCOMPLETE) (CITY, STATE/ZIP)

MARRIED: YES / NO SPOUSE: _____ DOB: _____
ANNIV: _____ (NAME)
ADDRESS: _____
(STREET) (CITY, STATE/ZIP) (PHONE NUMBER)

CHILDREN:

NAME: _____	DOB: _____	MALE / FEMALE	EFMP: YES /NO
NAME: _____	DOB: _____	MALE / FEMALE	EFMP: YES /NO
NAME: _____	DOB: _____	MALE / FEMALE	EFMP: YES /NO
NAME: _____	DOB: _____	MALE / FEMALE	EFMP: YES /NO
NAME: _____	DOB: _____	MALE / FEMALE	EFMP: YES /NO

SPOUSE EXPECTING: YES / NO DATE: _____

FATHER'S
NAME/ADDRESS: _____
(STREET) (CITY, STATE/ZIP) (PHONE)

MOTHER'S
NAME/ADDRESS: _____
(STREET) (CITY, STATE/ZIP)
(PHONE)

GOALS:
EDUCATION: _____

OFSSIONAL: _____



Counseling Data

Soldier's Name	Counselor	Last Counseling	Due Date



Rating Scheme

Ratee's Name: _____
Duty Position: _____
Last Counseling: _____
Last NCOER: _____
Next NCOER: _____

Ratee: _____
Rater: _____
SrRater: _____
Reviewer: _____

Ratee's Name: _____
Duty Position: _____
Last Counseling: _____
Last NCOER: _____
Next NCOER: _____

Ratee: _____
Rater: _____
SrRater: _____
Reviewer: _____

Ratee's Name: _____
Duty Position: _____
Last Counseling: _____
Last NCOER: _____
Next NCOER: _____

Ratee: _____
Rater: _____
SrRater: _____
Reviewer: _____

Ratee's Name: _____
Duty Position: _____
Last Counseling: _____
Last NCOER: _____
Next NCOER: _____

Ratee: _____
Rater: _____
SrRater: _____
Reviewer: _____



APFT Data

NAME	LAST	PU		SU		RUN		TOTAL
	APFT	RAW	PNTS	RAW	PNTS	RAW	PNTS	

ANY SCORE BELOW 60 POINTS IS A FAILURE OF THE APFT



Profiles-1 Copy Per Soldier



Promotion Data

NAME	RANK	MOS	DOR	TIG	TIS	BOARD DATE



Standards for Promotion

RANK	ACCELERATED	NORMAL
PVT TOPV2	4-6 MONTHS TIS	6 MONTHS TIS
PV2 TO PFC	6-12 MONTHS TIS	12 MONTHS TIS 4 MONTHS TIG WAIVERABLE
PFC TO SPC	12 MONTHS TIS 3 MONTHS TIG	24 MONTHS TIS 6 MONTHS TIG 3 MONTHS TIG WAIVERABLE
RANK	SECONDARY ZONE	PRIMARY ZONE
SPC TO SGT	18 MONTHS TIG 8 MONTHS TIS 1/2 WAIVERABLE	36 MONTHS TIS 8 MONTHS TIG 1/2 WAIVERABLE
SGT TO SSG	60 MONTHS TIS 10 MONTHS TIG 1/2 WAIVERABLE	84 MONTHS TIS 10 MONTHS TIG 1/2 WAIVERABLE

NOTE: IF A SOLDIER IS IN THE PRIMARY ZONE FOR CONSIDERATION FOR PROMOTION TO THE NEXT HIGHER GRADE, AND IS NOT GOING TO BE SELECTED/ APPEAR BEFORE THE PROMOTION BOARD, IT IS MANDATORY THAT THE SOLDIER BE COUNSELED ON THE REASON WHY HE IS NOT GETTING PROMOTED / APPEARING BEFORE THE BOARD. IT MUST INCLUDE POSSIBLE WAYS TO CORRECT THE PROBLEM, SO THAT THE SOLDIER CAN APPEAR AS SOON AS THE PROBLEMS ARE CORRECTED. ALL THIS MUST BE IN WRITING.

GENERAL REMARKS/ REGULATION CHANGES



***INSERT
MISSION
STATEMENT
T***



INSERT
BDE
METL



INSERT UNIT

METL



8 Step Training Plan

- 1. Plan the Training**
- 2. Train & Certify the Leaders**
- 3. Recon the Training Site**
- 4. Issue the Training Plan**
- 5. Conduct Rehearsals**
- 6. Execute the Training**
- 7. Conduct the After Action Review**
- 8. Retrain to the Standard**



***Monthly Training Calendar
with opportunity training***



NBC Training Tracker



	Soldier's Name					
NBC Training	Dat e	Dat e	Dat e	Dat e	Dat e	Date
Operate and Maintain AN/VDR2 and UDR-13 (031-503-2002)						
Control Unit radiation exposure (031-503-4003)						
Use and Maintain improved chemical agent monitor						
Maintain your assigned protective mask (031-503-1036)						
Decon yourself and individual equipment (031-503-1013)						
Identify chemical agents using M256 kit (031-503-2001)						
Implement MOPP (031-503-3008)						
Integrate NBC concepts into mission plan (031-503-7000)						
React to Chem/Bio attack (031-503-1019)						
Supervise Decon Operation (031-503-3014) 36						



INSERT
MAL

[illegible]



Personal Weapons

[illegible]



Driver's License Data

[illegible]



Troop Leading Procedures

STEP 1. **Receive the Mission.** This may be in the form of a Warning Order (WARNORD), an Operation Order (OPORD), or a Fragmentary Order (FRAGO). Analyze it using the factors of Mission, Enemy, Terrain, Troops, Time available and Civilian considerations (METT-TC).

(1) Use no more than one third of the available time for planning and issuing the operation order.

(2) Determine what are the specified tasks (you were told to accomplish), the essential tasks (must accomplish to succeed) and the implied tasks (necessary but not spelled out).

(3) Plan preparation activity backward from the time of execution.

STEP 2. **Issue a Warning Order.** Provide initial instructions to your soldiers in a

WARNORD. Include all available information and update as often as necessary. Certain information must be in the warning order:

(1) The mission or nature of the operation.

(2) Participants in the operation.

(3) Time of the operation.

(4) Time and place for issuance of the operation order.

STEP 3. **Make a Tentative Plan.** Gather and consider key information for use in

making a tentative plan. Update the information continuously and refine the plan as

needed. Use this plan as the starting point for coordination, reconnaissance and movement instructions. Consider the factors of METT-TC:

(1) *Mission.* Review the mission to ensure you fully understand all tasks.

(2) *Enemy.* Consider the type, size, organization, tactics and equipment of the

enemy. Identify the greatest threat to the mission and their greatest vulnerability.

(3) *Terrain.* Consider the effects of terrain and weather using Observation,

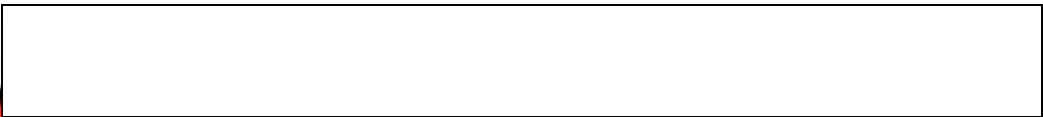
Concealment, Obstacles, Key Terrain and Avenues of Approach (OCOKA).

(4) *Troops available.* Consider the strength of subordinate units, the characteristics

of weapon systems and the capabilities of attached elements when assigning tasks

to subordinate units.

(5) *Time available.* Refine the allocation of time based on the tentative plan and



Troop Leading Procedures

STEP 7. **Issue the Complete Order.** Platoon and smaller unit leaders normally issue

oral operations orders. See page 162 for the Operations Order format.

(1) To aid soldiers in understanding the concept for the mission, try to issue the order within sight of the objective or on the defensive terrain.

When this is not

possible, use a terrain model or sketch.

(2) Ensure that your soldiers understand the mission, the commander's intent, the

concept of the operation and their assigned tasks. You might require soldiers to

repeat all or part of the order or demonstrate on the model or sketch their understanding of the operation.

STEP 8. **Supervise.** Supervise preparation for combat by conducting rehearsals and inspections.

(1) *Rehearsals.* Use rehearsals to practice essential tasks, reveal weaknesses or problems in the plan and improve soldier understanding of the concept of the operation.

• Rehearsals should include subordinate leaders briefing their planned actions in sequence.

• Conduct rehearsals on terrain that resembles the actual ground and in similar light conditions.

(2) *Inspections.* Conduct pre-combat checks and inspections.

Inspect—

• Weapons, ammunition, uniforms and equipment.

• Mission-essential equipment.

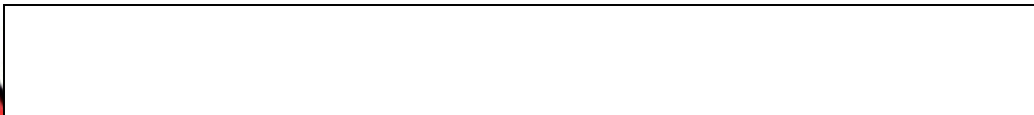
• Soldier's understanding of the mission and their specific responsibilities.

• Communications.

• Rations and water.

• Camouflage.

• Deficiencies noted during earlier inspections.



The 5 Paragraph Operations Order

An OPORD gives the subordinate leaders the essential information needed to carry out an operation. OPORDs use a five-paragraph format to organize thoughts and ensure completeness. They also help subordinate leaders understand and follow the order. Use a terrain model or sketch along with a map to explain the order.

TASK ORGANIZATION:

(The company or battalion task organization for the mission is stated at the start of the OPORD so that the subordinates know what assets they will have during the operation.)

1. SITUATION.

a. Enemy Situation.

- (1) Composition, disposition, and strength.
- (2) Recent activities.
- (3) Capabilities.
- (4) The enemy's most probable COA. A sketch or enemy overlay is normally

included to clarify this description.

b. Friendly Situation.

- (1) Mission and concept for the battalion.
- (2) Mission for the unit on the left.
- (3) Mission for the unit on the right.
- (4) Mission for the unit to the front.
- (5) Mission for the unit to the rear or following.
- (6) Mission for the battalion reserve.
- (7) Mission for any units supporting the battalion if they impact on the mission.

c. Attachments and Detachments. Changes to the task organization during the operation. For example, if the task organization changes during the consolidation phase of an attack, it would be indicated here.

2. MISSION.

The mission essential task(s) and purpose(s). It normally includes Who, What, When, Where, and Why. The where is described in terms of terrain features/grid coordinates. If objective names are used, they are secondary references and placed in parentheses.

3. EXECUTION.

a. Concept of the Operation. This paragraph describes how the leader intends to accomplish his mission. At company level, a maneuver and fires subparagraph will always be included. The operation overlay/concept sketch is referenced here.

(1) **Maneuver.** The maneuver paragraph should be focused on the decisive action. At company level, a maneuver paragraph that outlines the missions to each platoon and or section and identifies the main effort normally, requires no additional clarification. If it should, the leader may clarify it in the concept of the operation paragraph (paragraph 3a).

(2) **Fires.** This paragraph describes how the leader intends for the fires to support the maneuver. It normally states the purpose to be achieved by the fires, the priority of fires, and the allocation of any priority targets. A target list, fires execution matrix, or target overlay may be referenced here.



The 5 Paragraph Operations Order

(3) **Engineering.** Often, especially in defensive operations, this paragraph is required to clarify the concept for preparing fortifications. When engineers are assigned to the mortar platoon or section, the leader states his guidance for employing assets here. He may do this by stating his priority for the engineer effort (survivability, countermobility, and mobility) and the priority for supporting sections.

- b. **Tasks to Sections or Squads.** This paragraph lists each of the section's tasks/limitations. Each subordinate unit will have a separate paragraph.
- c. **Coordinating Instructions.** These are the tasks and limitations that apply to more subordinate units. If they do not apply to all the subordinate units, then the instructions that must comply are clearly stated.

4. SERVICE SUPPORT.

This paragraph provides the critical logistical information required to sustain the unit during the operation.

- a. **General.** It provides current and future trains locations.
- b. **Materiel and Services.** It may have a separate subparagraph for each class of supply, as required.
- c. **Casualty Evacuation.**
- d. **Miscellaneous.**

5. COMMAND AND SIGNAL.

- a. **Command.** This paragraph states where the C2 facilities and key personnel will be located during the operation and adjustments to the unit SOP, such as a change in the succession of command or the standard wire plan.
- b. **Signal.** It provides critical communication requirements such as radio listening silence in effect forward of the LD, signals for specific events or actions, emergency/visual signals for critical actions, and SOI information.

ACKNOWLEDGE. Use the message reference number.

ANNEXES

A-Intelligence/Intelligence Overlay(s).

B-Operation Overlay/Concept Sketches.

C-As required, such as road march, truck/boat movement, air assault, and river crossing.



Risk Assessment Matrix

<div>Risk E - Extremely High H - High M - Moderate L - Low</div>		HAZARD PROBABILITY				
		Frequent	Likely	Occasional	Seldom	Unlikely
S E V E R I T Y	Catastrophic	E	E	H	H	M
	Critical	E	H	H	M	L
	Marginal	H	M	M	L	L
	Negligible	M	L	L	L	L



Risk Assessment Matrix

HAZARD PROBABILITY (The likelihood that an event will occur).

Frequent -- The event occurs often in a soldier's career or is continuously experienced by all soldiers exposed.

Likely - There is a good possibility that an event will occur several times in a soldier's career and is experienced a lot by the soldiers exposed.

Occasional -- The event occurs once in a while such as, once in the career of a soldier, or sporadically to all soldiers exposed.

Seldom - There is a remote possibility that an event will occur in the career of a soldier. For a fleet or inventory, it would be unlikely but can be expected and would occur seldom to all soldiers exposed.

Unlikely -- The possibility that an event would occur to in the career of a soldier is so rare that you can assume that it will not occur. It would most likely not occur within the fleet or inventory and very rarely occurs to all soldiers exposed.

SEVERITY (The expected consequence of an event in terms of degree of injury, property damage or other mission-impairing factors).

Catastrophic -- results in death or permanent total disability, a systems loss, or major property damage.

Critical - results in severe injury. That is, permanent partial disability or temporary total disability in excess of three months for personnel, and major systems damage or significant property damage.

Marginal -- results in minor injury or lost workday accident for personnel. Minor systems or property damage.

Negligible -- first aid or less required. Minor systems impairment.

RISK LEVELS

E (Extremely High) - Loss of ability to accomplish mission.

H (High) - Significant degradation of mission capabilities in terms of required mission standard.

M (Moderate) - Degradation of mission capabilities in terms of required mission standards.

L (Low) - Little or no impact on accomplishment of mission.